Scorecard

Scorecards Identifies measurable components of work that can be linked to the organization's strategic goals. Measures are completed at specific points in time. Improvements are identified. Items re-measured once improvements are in place. Primary use is to link goals and objectives from the top-down and the bottom-up. There are many different versions.

Scorecards can show a group's progress at-a-glance to anyone. The key point of Scorecards is that they are based upon the achieved metrics of measurable objectives.

Materials needed:

- Goals and objectives of the team identified & connected to the larger organization.
- SMART (Specific, Measurable, Achievable, Realistic, Time-bound) objectives identified that will show progress toward the desired results.
- Team of people who will do the work and conduct the measures.

Time:

Scorecards take some time to develop. The process is usually iterative. Identification of the measurable objectives with their matching goals is usually the most difficult part in the process. Anticipate that at least 8 hours will be required to create what will be pulled together for the first scorecard. Then, additional time will be needed to complete the actual measures identified. How much additional time is directly related to the availability of the data to measure performance for each item.

Who is involved:

- Anyone who owns the objective, reports on the objective, or measures the objective should be part of the Scorecard creation process.

Directions:

- With the goals and objectives in hand, identify the data sources.
- Collect the data.
- Analyze the data.
- Report on the findings.

Advice:

- Start small

- Fewer than 20 measures at a time

- Easy to focus on the "Worst"; but, sometimes the biggest bang comes from focusing on the "Best" and expanding that to other areas.

- There are over 100 software packages that can help. Choose one and use it if you go this route.

- Scorecards are often abandoned after initial creation because they are too hard or too labor intensive. It must be useful to you, your team, and your management….or don't use it.